PUBLIC RELATIONS JOURNAL

OF THE PUBLIC RELATIONS SOCIETY OF AMERICA

OCTOBER
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ETHICS

PR program puts ... Page 13

COVER PHOTO

Possibly confused at altitude as "flying saucers," plastic "pillows" —like those shown on the cover in test flight near Minneapolis earlier this year—are typical of the barrage of balloons that carried millions of messages of hope from the free world over the Iron Curtain beginning August 13. Crusade for Freedom handles the launchings from Western Germany. (Story on Page 10.)

Public Relations Society of America, Inc.

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How many pounds are sirloin steak?

☐ 250 lbs.

☐ 150 lbs.

☐ 50 lbs.

Sirloin on a plate comes as thick as you want it and as big as your appetite (or your pocketbook).

Sirloin on a steer comes surrounded by hamburger, chuck, stewing beef and a lot of other cuts. The meat packer has to buy them all. And sell them all, too.

The part that is sirloin figures out like this: **From a 1000-pound steer, you subtract 400 pounds of hides, hoofs, inedible fats, etc. That leaves 600 pounds of "eatin' meat."** ***But only 8% of this, or around 50 pounds, is sirloin.***

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NOTED IN BRIEF . . .

• Good ethics are good business. Stephen Fitzgerald gives readers a thoughtful presentation on the importance of professional ethics at a time when public relations leaders are working long hours in committee, clarifying standards of practice and proposed methods for properly implementing them.

• College and community as neighbors is the theme developed in a thought-provoking report showing how mutual interests of Illinois Institute of Technology and a community settlement house have built toward common public service ends.

• At college level should PR be taught as a graduate or undergraduate course? Or as a sequence? The Question of the Month analyzes what some PR leaders think today on the education problem.

• Spreading information by balloon is a pictorial presentation describing the Crusade for Freedom's latest assault on the Iron Curtain. It's a new wrinkle in communications that poses some interesting possibilities.

• The paper cup industry is attacking its mobilization headaches in a novel way—stockpiling its product at its own expense to halt unwanted civil defense orders. Lawrence McCracken describes how this unusual industry program is operating.

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PR JOURNAL

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VOL. VII, NO. 9 **OCTOBER, 1951**

ARTICLES

NEWS SECTION

REGULAR FEATURES

Erich Kastan, official photographer, PRSA Board Meeting, Rye, N. Y.

Thoughts In October

The melancholy days have come
The saddest of the year
Too late, too late for summer joys
Too soon for Christmas cheer.

Deep in the hollows of the wood
The whispery dry leaves scurry
As PR folks Survey the Scene,
View Problems, plan, and worry.

Along the windy gusts of time
The handouts faster flow
And papers boldly marked RELEASE
Spew from the mimeo.

Here and there in plush hotels
With Management's caress
New Products shyly show their heads
At Parties for the Press.

In aeries far removed from view
Negotiations start
As labor contracts near their end
And peaceful words depart.

In many a fair industrial town
Where payrolls show a gain
The citizens of smoke and ash
Will once again complain.

While pollsters toiling at the Fount
Where vital Answers flow
Find folks say No and folks say Yes
But most folks just Don't Know.

And in the bright convention halls
The program speakers quake
And Speech designed to Move the World
Can't keep the crowd awake.

Ah! All the world moves on apace
This lovely autumn weather*
Salutė! to the human race
Salaams to you, dear brother.

*pronounced *wother*

Books That Sell Communism

GOOD FRIENDS recently called our attention to Irene Corbally Kuhn's article in the January issue of *The American Legion Magazine:* "Why You Buy Books That Sell Communism." Obligingly we picked up the article—with that familiar feeling of ho-hum: another of those pieces that try so hard to scare the pants off of the reader with unspecific disclosures of communist conspiracy. But yoicks! This piece is no such ineffective thing. Mrs. Kuhn names names, she gives details, provides dates, quotes examples. This article is required reading for everybody who buys or reads books—and we hope that includes everybody in public relations.

For it *is* odd, come to think of it, how few anti-communist books get good reviews and literary-supplement tub-thumping. And how many pink-to-red-slanted tomes about China, Russia, the satellites—and how many "I was unjustly accused" books by folk unfavorably mentioned in Congress —get front pages and rave reviews, plus piled-up pyramid displays in big bookstore windows and the general back-rubbing, skin-smoothing, hand-clapping treatment that seems to tempt so many of us trusting sheeplike readers to buy.

Mrs. Kuhn tells how it's all done—and by whom, on whose behalf, and what for. After you've read her article, we wager you'll look twice at the name of the next reviewer you read in the *New York Times* or *New York Herald Tribune*. Maybe you'll even count 1000 before you rush out to the bookstore, on the strength of one of these reviews, with book money fluttering in your moist and trembling palm.

Look this article up. It's "Why You Buy Books That Sell Communism," in the January 1951 issue, *The American Legion Magazine*.

Defining the Executive

WE'VE BEEN HEARING a lot of speeches lately about executives. Executives are fine fellows, and very necessary. Most public relations people are executives themselves—or at least know some personally. But we think it's quite possible for executives to take themselves too seriously, and so we've enjoyed a few of the current definitions of executives we've been hearing.

Maybe you've heard them, too—and a lot of others that haven't gotten around to us yet. If not you undoubtedly will be doing so.

One goes: "An executive is a fellow who goes out and finds something that needs to be done. He then finds somebody willing to pay for it. Then he hires somebody to do it."

Another: "An executive is a man who goes around with a worried look on the face of his assistant."

Among non-executive cynics, the favorite definition appears to be: "An executive is a big gun—that hasn't been fired yet."

ETHICS

"... A code of ethics is not a cloudy collection of moral precepts designed to encourage decorum. The code of every major profession is a mixture of social, political and economic thinking ... good ethics are good business."

By Stephen E. Fitzgerald
The Stephen Fitzgerald Company

THE PUBLIC RELATIONS man is often uncertain whether he is a professional, a semi-professional, a man who wants and intends to become a professional, or really a businessman with special skills and services to offer. Even when the practitioner is reasonably clear as to his own intentions, he is often unclear as to the views and habits of his fellow practitioners. When he ponders the recently adopted professional standards of the PRSA, he may conclude morosely that they constitute little more than a statement of intent—leaving wholly unanswered his basic questions about actual conduct and responsibility.

But a study of "comparative ethics" in the established professions provides some basis for comfort and optimism. All the major professions have gone through the kinds of growing pains now being visited upon the public relations man; there is certainly some reason to suppose that the ethics of public relations may develop along comparable lines.

Contrary to some opinion, a code of ethics is not a cloudy collection of moral precepts designed to encourage decorum. The code of every major profession is a mixture of social, political and economic thinking. The codes do afford protection for the public, but—and this is a point sometimes overlooked—they never neglect the economic interests of the practitioners affected. Many a professional tyro, at first convinced that his elders are imposing unnecessarily strict standards of conduct, has come to realize that good ethics are good business.

All the codes have interesting parallels. An example is the economic protection they give to the smaller practitioner, who is usually forbidden to promote his own commercial interests. Ethics clothe the beginner with a preliminary reputation which might otherwise elude him for years, and thus the code gives him a measure of protection from the very elders whose competition he may fear. For if promotion and advertising were the rule, the more experienced and successful practitioners could easily out-advertise and out-promote their juniors.

A universal characteristic of codes is protection to the citizen against his own ignorance of professional techniques. Not long ago Stuart Chase said that the auditor's opinion on a financial statement is something like "the Sterling mark on silver"—a reason for faith even without understanding. Whatever the mysteries involved, the layman must have faith; faith is fostered by codes.

Moreover, the codes all put a rein on practices bound to lead, if not checked, to evils so great as to cause public confusion or lead to government intervention. When the legal code bars solicitation of clients, this is not merely to promote dignity. A more important objective is to prevent the incitement of litigation.

Stephen E. Fitzgerald is a New York public relations counsel. A native of Baltimore, he was a member of the editorial staff of the *Sunpapers* from 1929 until 1941. He then joined government service, serving as Director of Information for the War Production Board and as Assistant Director, in charge of Operations, for the domestic branch of the Office of War Information. Later he became Director of PR and Advertising at Bell Aircraft Corporation, Buffalo; and after World War II went to New York. For several years he was head of a special PR unit at N. W. Ayer & Son, opening his own office in 1947. He is the author of a book called *Communicating Ideas to the Public*. Mr. Fitzgerald is a member of the Public Relations Society of America.

Another parallel is the fact that all professional codes extend into intangible areas where government regulations and statutes are neither practicable nor desirable. The codes in such cases are more flexible, and thus more effective means of enforcing professional conduct. Integrity, for example, is essential, but it is a quality which cannot be legislated.

There are some obvious examples of substantial public relations values in the codes, to the professions as groups, to the individual members, and frequently to their clients. A code serves to distinguish the qualified, ethical practitioner from the ill-trained or even fraudulent practitioner who exists on the fringe of every profession—in much the same way as the brand name identifies the can of beans produced by the well-established manufacturer. As for the client, a good many business firms find it increasingly profitable to retain the services of professionals who are known to be like Caesar's wife.

This "prestige value" is particularly effective when the tenets of conduct have been codified, solemnized and well publicized. The doctors, for instance, owe an enormous debt to Hippocrates. Many a citizen who has never suffered anything more serious than a boil knows of the Hippocratic Oath—and knows that Doctor Jones is still bound by it.

Another similarity in the major codes —perhaps of great interest to public relations men who find their own code weak —deserves mention: all codes tend to become stronger. One might suppose that there could be a tendency for codes to become *less* important as laws become *more* important. The fact is that all codes seem to change in the direction of greater rather than less discipline.

Some of the other parallels and differences in the codes become clearer when the individual professions are examined separately.

II

The Canons of Professional Ethics of the American Bar Association cover nearly everything an attorney should and should not do. He is reminded that the object of the law is justice rather than immediate advantage. He is directed to seek the elevation of the courts. He is not to attempt to exert personal influence or curry favor with judge or jury. Attorneys must caution clients against illegal acts, and are not to permit clients to take advantage of such acts. But every man is entitled to his day in court: a lawyer can and should undertake the defense of a client regardless

of his opinion of the client's guilt or innocence. (Public relations men, on the unpopular side of an issue, have been known to voice the same sentiments.)

Several canons lay down rules governing the relations between attorney and client, and of attorneys to each other. There are to be no intermediaries between lawyer and client. A lawyer is not to represent conflicting parties, except with the consent of all concerned. A client's confidences are inviolable, except when the attorney must defend himself from false accusation by the client or the client announces his intention to commit a crime.

Another group of canons concerns attorneys' fees. Fees, commissions and rebates from sources other than clients are outlawed. Fees may be shared only with other lawyers, on the basis of shared responsibilities. Contingent fees are permissible only if reasonable and approved by the Court.

Virtually every canon comprises a guide to conduct with a triple purpose: protection of the lawyer in his practice, protection of his client, and protection of the legal profession.

The canons have been enacted into statute in the state of Washington, and have been adopted by the supreme courts in several states as rules of professional conduct. In still other states they have a quasi-legal position. To the lawyer, his code of ethics is part of his daily practice; violation of the precepts can bring severe punishment.

III

The most ancient code is that of medicine, although it is entirely modern in its economic aspects. The principles involved go back to the injunctions laid upon the doctor in the oath administered to students by Hippocrates in the fifth century B.C.

The American Medical Association is not merely a membership organization, but primarily a federation of state medical societies, with the latter retaining a good deal of power. Consequently, the AMA's Principles of Medical Ethics are not strictly binding upon the state societies, although many have adopted them outright and others have modeled their own codes along the same lines.

One feature of the Principles with public relations overtones is the provision directing the physician to perform his mission for rich and poor, the just and the unjust, friend and foe alike.

"The profession of medicine"—said Sir Thomas Watson—"having for its end the common good of mankind, knows nothing of national enmities, of political strife, of sectarian dissensions. Disease and pain the sole conditions of its ministry, it is disquieted by no misgivings concerning the justice of its client's cause; but dispenses its peculiar benefits, without stint or scruple, to men of every country, and party and rank, and religion, and to men of no religion at all."

The AMA's Principles are divided into four chapters. The first covers general principles. The prime object of the medical profession is declared to be service to humanity; reward or financial gain is secondary. The code applies to groups and clinics, and those practitioners engaged in industrial "medicine" for business concerns, just as to individual doctors. Physicians are not to solicit patients, directly or indirectly. Doctors may not receive compensation on patents or copyrights on methods of treatment, or the sale of drugs and surgical appliances, or from any other source except services to patients.

The second chapter concerns duties to patients. Physicians are to strive to elevate medical standards. Whatever is learned about a patient may be revealed only when required by law or when the physician learns of an action by the patient that may expose others to communicable disease.

By far the longest chapter regulates the relations of physicians to each other and the profession; it is a chapter full of implications for public relations men. Physicians are expected to uphold the dignity of their calling; to join and contribute to medical societies; to protect the profession and its reputation by guarding against the entrance of the ill-trained or immoral; and to expose unethical or corrupt physicians.

Physicians are not to discuss the illnesses of another doctor's patients with those patients. Physicians are not to treat the patients of another doctor except in emergency, or while the patient's own doctor is away, and are to return the patient to his own doctor when the latter returns. If a doctor relinquishes a case, his successor is not to disparage his work. Disputes between physicians are to be arbitrated by a committee of the local medical society. Patients are to have free choice of physicians. Fee-splitting or commissions for referring a patient to a consultant are forbidden.

The fourth chapter lays upon the physician the obligations of good citizenship—in particular, cooperation in enforcing sanitary and quarantine laws. The physician, of course, is to render service in epidemics, regardless of personal risk. And he is to encourage the practice of pharmacy as an independent profession.

It will be observed that the medical code carefully avoids matters covered by law or other government regulation. The code makes no attempt, for instance, to set standards of competence, to prescribe methods of dispensing narcotics or other dangerous drugs, to rule concerning abortions, to define malpractice—all matters amply covered by law.

The chief enforcement agencies (all the major professions have some machinery for punishing the non-ethical practitioner) are committees of the

"I always overestimate my tax, and then don't tell my wife about the refund"

county medical societies, usually known as Boards of Censors or Grievance Committees. Penalties range from mere censure to expulsion from the medical society—a step tantamount to disbarment for a lawyer, as membership in a recognized medical society is a prerequisite to treating patients in a hospital. Because AMA membership is necessary to gain admittance to a hospital, virtually all the 120,000 active physicians in the U. S. belong to the recognized medical organizations.

IV

The Certified Public Accountants, encouraged by the fact that they have grown more rapidly than any other profession in recent years but a little disturbed by the fact that they are still the "profession nobody knows," look for ethical guidance to the American Institute of Accountants.

As a "business profession," which could not exist unless its services were utilized by business, the accounting profession has achieved independence and professional aloofness comparatively recently. The roots of accounting go back several centuries, but accounting practices in this country have been "professionalized" only for about fifty years. The accountants have a tightly-knit organization, with a strong ethical code and a "topside" desire to see to it that the code is rigidly followed. Leaders in the profession are currently putting great emphasis on the importance of ethics in an increasingly complicated business world.

Practitioners are reminded* that—

"Rules of professional conduct have this distinction from other types of rules—they are designed not only to advance the group interests of those who constitute the profession, but also the interests of those who are served by members of the group—that is, the public.

"This is not wholly altruistic. It stands to reason that the opportunity of a profession to serve the public will be widened if the public is convinced that members of the profession are required to protect the public interest."

To such sentiments, some of the younger and less prosperous members of the profession sometimes reply with anguished resignation. There is even a standard wisecrack—"First get rich, then get ethical"—which some of the recalcitrants use to annoy their elders. And yet it is a fact that the CPAs, during the relatively short period of time since New York passed the first CPA law in 1896, have managed to build up a strong code of ethics, strongly enforced, which has won increasing recognition for their professional character.

Under this code, which has evolved slowly over a period of about 40 years, professional accountants are subject to restrictions which have many similarities to those of the doctors' and lawyers' codes.

The CPA is required always to maintain his independence—his professional judgment must not be influenced in any way by the personal interests of his client. The CPA may not make false or misleading statements; nor, by the process of omission, contribute to possible misunderstandings of financial data.

Doing Good

"It has always appeared to me," wrote Ben Moreell, President of Jones & Laughlin Steel Corporation, in *The Saturday Evening Post* recently, "to be desirable to subject every proposal for 'doing good for the people' to the test by asking the proposer, 'Are you willing to do it voluntarily *and with your own money?*' In most instances we find that the proposal calls for the use of someone else's money, without the other fellow's consent. That is not charity. It is coercion."

The accountant may not provide professional services for contingent fees—payments depending upon the outcome of his work—except in such special cases as tax disputes, in which the findings are actually those of governmental tax authorities, not those of the accountant himself. And, again with independence in mind, the CPA may not express an opinion on the financial data of publicly-financed enterprises if he "owns or is committed to acquire an interest in the enterprise which is substantial either in relation to its capital or to his personal fortune. . . ."

Like the lawyer, the CPA may not violate the confidential relations between himself and his client; and, to protect the general public from speculative ventures, the CPA may not allow his name to be associated with business forecasts in a manner which suggests that he guarantees or stands behind forecasts made. Along the same line, the CPA must remember that his professional opinion has value on a financial report, and consequently he may not allow his name to be associated with an opinion unless he has fully protected any innocent "third party" from the dangers of misunderstanding.

Following the examples set earlier by doctors and lawyers, CPAs do not permit themselves to advertise. The most they can do in this direction is to publish modest "cards" announcing the formation of firms or the election of partners—or, as is permitted in all professions, to join golf clubs or other social groups where new business has a way of popping up.

Incidentally, the highly professional character of the certified public accountants is at least a partial answer to those skeptical public relations men who think that their work is so fully integrated with the business community that it can never really be professionalized at all. The CPAs could not exist except to serve business and people interested in business; the large CPA firms are very businesslike indeed—and very profitable; yet the evidence would indicate that no other professional group takes its ethics more seriously than do the CPAs.

V

The dominant organization in the field of architecture is the American Institute of Architects.

Dating back to 1890, the Standards of Professional Practice for architects are aimed specifically at conditions which pertain directly to the field; but they also contain requirements as to professional conduct and disinterested service similar to those of other professions. The code is divided into two parts, Obligations of Good Practice and Mandatory Rules of the Institute.

The tone of the code is set in the opening section, which states:

"The profession of architecture calls for men of the highest integrity, business capacity, and artistic and technical ability. An architect's honesty of purpose must be above suspicion; he acts as professional advisor to his client and his advice must be absolutely unprejudiced; he is charged with the exercise of judicial functions as between clients and contractors and must act with entire impartiality; he has moral responsibilities to his professional associates and subordinates; finally he is engaged in a profession which carries with it grave responsibility to the public. These duties and responsibilities cannot be discharged unless his motives, conduct and ability are such as to command respect and confidence."

The code states that the relationship of the architect to his client depends

(*Continued on page 12*)

**Professional Ethics of Public Accounting*, by John L. Carey, American Institute of Accountants, New York, 1946.

College and community—good neighbors!

A Chicago South Side settlement house is revitalized through the efforts of the Illinois Institute of Technology

By James W. Armsey

Director, Department of Public Relations
Illinois Institute of Technology

Illinois Institute of Technology is young in years but old in tradition. It was formed 10 years ago through a merger of Armour Institute of Technology and Lewis Institute, two half-century-old Chicago colleges.

One of the Institute's major problems—in 1940 and now—was the area in which it is located. It occupies the site of the former Armour Institute in a section once adjacent to Chicago's gold coast but now surrounded by slums.

As a new college a decade ago, it needed to expand. Its trustees wanted to build a major midwestern institution for engineering education and research.

Therefore, they started to develop 50 acres around the 7-acre Armour site for classroom buildings, research labs, and housing units. In the mid-'40s it became apparent that 50 acres were not enough, and the sights were raised to 110.

Acquiring, clearing, and rebuilding this area has been a major enterprise. It is still going on. The Institute has bought 85 acres and cleared 65. And it has invested some $10 million in a modern educational plant.

Joseph J. Lucas, Jr.

Present home of the Ada S. McKinley Community House, Chicago.

So far this is prelude to the story of one of the Institute's most fruitful community projects—a sidelight to urban redevelopment, and a heartwarming story of human values.

Near the present Illinois Tech campus, on a parcel of land included in the Institute's expansion plans, is a Negro community service organization established 25 years ago.

Until a year and a half ago, it was known as the South Side Settlement House. From its beginning, it was headed by a matronly widow, Mrs. Ada S. McKinley, now nearing 80, but who is still spry, alert, and much concerned with the well being of her people.

Although the settlement house had served thousands of youngsters in the neighborhood, its financial support in recent years dropped almost to nothing. Despite Mrs. McKinley's valiant efforts, its program, too, slowly deteriorated.

Early in 1949, the settlement house received a transfusion. Led by the Illinois Tech administration and prominent community leaders on Chicago's South Side, its board was reorganized, its program revitalized and its name changed to the Ada S. McKinley Community House in honor of the aging woman who had long struggled to make it a success.

Prominent doctors, lawyers, and businessmen were invited to join the 36-man board. Five persons representing various sections of the Illinois Tech family were included.

The Institute's representatives are the dean of students, a professor of economics, the wife of an engineering professor, the assistant director of public relations, and the president of the Illinois Tech Student Association.

A trained social worker was added to the staff as executive director, with Mrs. McKinley as head resident. A fund-raising program was undertaken, with liberal contribution by Illinois Tech.

For the first time the agency was endorsed by the Chicago Association of Commerce and Industry and the Welfare Council of Chicago.

For the first time it received financial support from the Community Fund of Chicago. And it has now received several substantial contributions from eleemosynary foundations.

To eliminate duplication of services in the same area it was combined with the Good Neighbor Society, another community organization.

With organized direction and community support, the settlement house has broadened its recreation and training activities for youth, and added other programs for adults.

Attendance has now reached 2,500 a month. There are classes in cooking, piano, ballet, charm, and various arts and crafts. There are clubs for all age groups—pre-school, grade school, teens, young marrieds, middle aged, and over 60. There are choral groups, indoor games, and competitive athletic teams outdoors. The community house is truly fulfilling the requirements of its name.

Plans have now been drawn for a new modern building three blocks from the present site.

Its board members have contributed and obtained from other public-spirited citizens and groups more than $50,000 toward the cost of the new building. Some $30,000 additional must be raised before construction can begin.

In the meantime, its services continue to expand, and its board members are confident that new quarters can be built soon.

This inter-racial effort to solve one phase of a widespread community problem is on-the-spot public relations at its best. • •

Joseph J. Lucas

Mrs. Ada S. McKinley, long-time Chicago social worker.

PR QUESTION OF THE MONTH—

"Where do you think college-level instruction in public relations can best be offered to be effective: (a) as a course in a school (or college department) of journalism (b) as a sequence made up from courses given in several of the college's departments, such as: economics, political science, journalism, sociology, etc. (c) as a graduate-level course only (d) other method (what)?"

(a)	**5 (with qualifications)**
(b)	**19 (with qualifications)**
(c)	**11 (with qualifications)**
(d)	**10**
	45 total replies received

THE ANSWERS to this month's question seem to prove three things: a lot of PR people are thinking seriously about this business and the kind of education that future practitioners ought to have. They have ideas and are willing to write them down in detail. And, with some exceptions, they are in closer agreement than the tabulation above would indicate.

Most of the panel members took it for granted that the college-level instruction was for students who intended to take up public relations as a career. For example, all those who voted for courses on the graduate level assumed that the students would be headed for PR jobs.

On the other hand, many of the replies pointed out that everybody needs to know something about public relations nowadays. They suggested working PR into sociology, economics, psychology, and assorted business administration and journalism courses. Several suggested that in addition to these courses for the general student there should also be special courses for the would-be PR counsel. As one reply summed it up:

"1. Every business administration course should have 'The Theory of Public Relations' as a required subject.

"2. It should also be touched on in sociology, economics, political science, etc.

"3. 'The Practice of Public Relations' should be offered as a full-fledged subject in every department of journalism curriculum."

One pioneer challenged the whole idea that PR instruction should not begin until college. He suggested PR courses in high schools as part of the sociology curriculum. The teachers?—practicing PR people.

Two or three of those who replied doubted that a college course could teach anything but tool subjects. These respondents stressed the fact that judgment is an important part of any PR person's equipment—and that judgment comes from experience.

The same thought was expressed in different ways by those who pleaded for the use of case histories in PR courses and for graduate instruction supplemented by time spent on a real job.

Panel members were aware that there's a big gap between where we are and where we'd like to be. A number of those who voted for a sequence of undergraduate courses for *now* also remarked prayerfully that in ten years we might be able to achieve real stuff at the graduate level.

Journalism as a prerequisite for a PR job was specifically attacked almost as often as it was specifically advocated. Could it be that we are a little self-conscious about our origins? But those who felt that PR should not be pigeonholed in schools of journalism argued persuasively that to tie up with journalism would tend to (a) limit the students who would take PR courses, (b) restrict the actual content of the courses.

On the other hand, can we really give categorical answers until we agree on the answer to the biggest question of all:

Each month *Journal* editors ask 100 different PRSA members their views on a question which has public relations significance. This month's replies were analyzed by Anne L. New, Director of Public Information, Girl Scouts of the U.S.A., New York City, a member of the PRSA Education Committee. Readers are invited to submit questions of interest for such treatment.

Who is being educated and for what? As one practicing PR man who has also done a good deal of teaching put it:

"Public Relations as an entity is pretty hard to get your fingers on. Personally, I am opposed to 'schools' or college departments of public relations. The young people who get diplomas from these schools or colleges are dismayed and frustrated when they find there is little or no ready market for their services. The techniques of publicity and other forms of communication could be taught, it seems to me, in college departments of journalism and/or business administration. These things are only a part of 'public relations' but in the commercial end of the work they form the major part. . . ."

Another added ". . . there should be some differentiation . . . between those who expect to become directors of public relations for a small or middle size organization and those who expect to join the public relations department of some large organization where, whether they know it or not, they will be technicians rather than all-around public relations people."

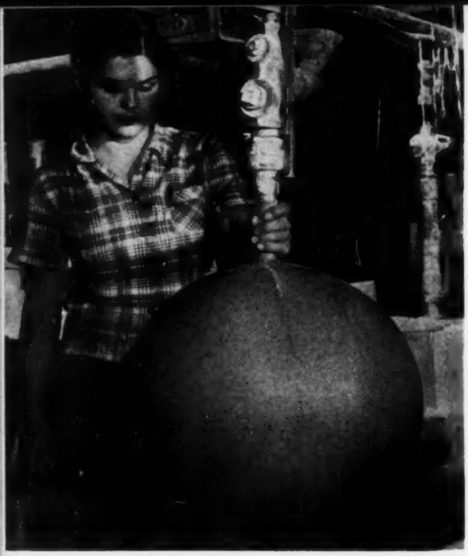
Naturally enough some of the most detailed answers came from those PRSA members who are working right now to develop PR curricula on the college level. The possibilities were summed up by the member who wrote:

"I. Any serious effort on the part of any college professor to teach public relations should be encouraged, guided and appreciated . . .

"II. The impression should not get out that any sequence of courses in the social sciences would constitute training in public relations. As they are now taught they are invaluable background courses only.

"III. If public relations is to become any-

(*Continued on page 12*)



Synthetic rubber balloons were made in the United States and then shipped to Europe.

Inflating the 4½-foot rubber balloons for their long air journey into Czechoslovakia was almost a production line job. This crew is at work at a point near the Iron Curtain. During flight balloon reaches altitude of 30,000 feet before bursting.

Youngsters too helped load balloons. Messages are dropped loose into rubber balloon through the stretched neck. Inflated balloon carries 2,000 water resistant 4 x 6 inch message sheets.

As the launching of freedom balloons gets underway near the Czech border, Harold L. Stassen, 1951 drive chairman of the Crusade for Freedom, left, explains objectives of "Winds of Freedom" operation to reporters.

Information by Balloon

On August 13 the Crusade for Freedom and Radio Free Europe inaugurated a new method of reaching the people behind the Iron Curtain when they sent a flight of some 2,000 leaflet-carrying balloons into Communist Czechoslovakia. A few days later this flight was followed by more balloons into both Czechoslovakia and Poland.

Two types of balloons were employed: a 4½-foot square plastic "pillow" with "Svoboda," the Czech word for freedom imprinted in 5 inch letters on both sides; and a 4½-foot synthetic rubber pilot balloon of the type used in meteorological observation. (Because of the distance, larger balloons were used in flights to Poland; and the Polish word for freedom "Wolnosc" was stenciled on the plastic.)

The plastic "pillow," so-called because in flight it looks like a fat overstuffed pillow, tends to float at a constant altitude, returning to earth by leakage through the pores of the fabric. Its payload is one-third of a pound, or 200 single sheet messages, which are sealed inside.

The rubber balloon carries a payload of 3.6 pounds of messages (2,000 single sheets). During flight it climbs steadily until it reaches 30,000 feet. At this altitude it bursts, releasing its leaflets and scattering them over an area of many square miles.

Both plastic and rubber balloons follow pre-determined paths into the target country, and have a range of from 100 to 700 miles depending upon the payload of messages and amount of gas used.

This entire campaign was made possible by the fact that due to the rotation of the earth, the upper winds always move from west to east. It would thus be impossible for the communists to retaliate by sending similar balloons into western Europe.

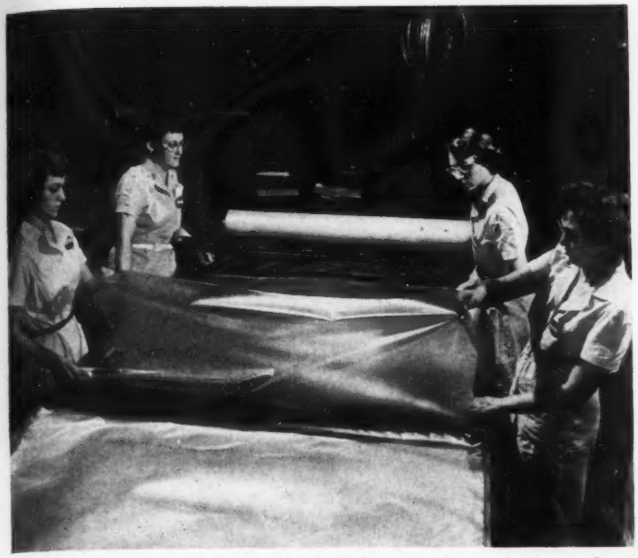
The leaflets were printed on a special water-resistant paper which will not weaken or smear if wet. The messages offered hope and encouragement for the ultimate liberation of the prisoner peoples in the communist dominated countries. Signatures on the messages were organizations representing free world citizens of many nations, of all faiths and creeds, including labor, professional and women's groups, and war veterans.

On the reverse side were listed the wave lengths and broadcasting schedules of major free world radio stations transmitting to Iron Curtain countries.

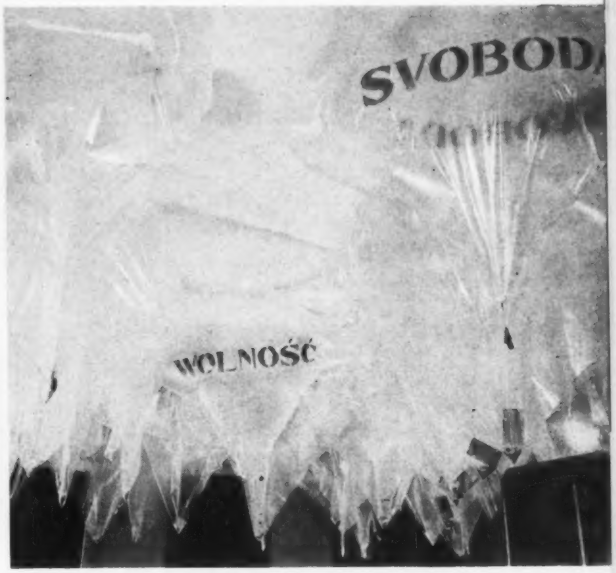
Authoritative sources disclose that the campaign has given a remarkable boost to the morale of the population. People were especially elated over the helplessness of the Communists to do anything about it. In some places the authorities gave orders that the populace was to turn balloons and leaflets over to the police. In others, the people were told not even to touch them.

However, latest reports are that the leaflets are going from hand to hand and have been seen in places many miles from the areas where they were dropped.

(Since its inception almost two years ago, dozens of PRSA members have been active in various aspects of the Crusade for Freedom's program to get the truth to those behind the Iron Curtain—one of the biggest PR jobs in the world today. —EDITOR)



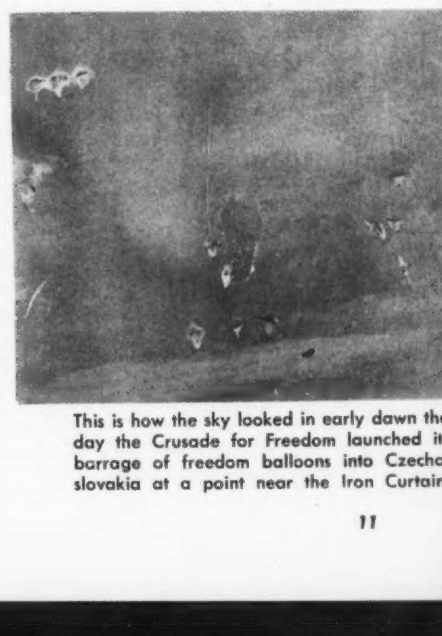
One of the first steps in making plastic balloons—girls cut plastic envelopes into 54 inch squares, snip off one corner to provide opening for inflation and stuffing with messages. When picked up after flight, the plastic is usable as a tablecloth, laundry bag, or as food wrapping.



This is how the balloons look before launching. "Svoboda" on balloon in right foreground spells "freedom" in Czech. "Wolnosc" means "freedom" in Polish. Letters are five inches tall.

This plastic "pillow" balloon has just been released by the launching crew. Balloons are called "pillows" because they resemble fat overstuffed pillows when inflated and borne along by winds 20,000 feet up. During the experimental period some of these plastic balloons were mistakenly reported to be flying saucers.

Releasing balloons near the Czech border. Due to the rotation of the earth, the upper winds always blow from west to east. Drew Pearson, right, records on tape his impression of the operation.



This is how the sky looked in early dawn the day the Crusade for Freedom launched its barrage of freedom balloons into Czechoslovakia at a point near the Iron Curtain.

Ethics

(*Continued from page 7*)

upon good faith, and the architect is required to explain to his client the exact nature and extent of the services he will perform. The architect is also required to guard the interests of the contractor as well as those of his client.

In his investments and business relationships, the architect should be free from financial or personal interests which might influence his professional freedom of action or distinterestedness. For example, he should not use free engineering services offered by manufacturers.

Under the mandatory rules of the Institute, it is stated that the architect's remuneration should consist solely of his professional fee, salary or commission; he is debarred from any other source of income in connection with his professional activities. An architect may not submit free sketches to a prospective client, as a method of generating business, nor may he attempt to take business away from a fellow architect. He may not, of course, engage in building and contracting.

Self-promotion

The question of self-promotion (not entirely uninteresting to the public relations man) is dealt with in the code in a general way, as follows:

"An architect shall not use exaggerated, misleading, self-laudatory publicity and/or paid advertising. Factual statements with or without illustrations pertaining to an architect's professional activities made by himself or by others for him, such as public relations counsel, may be made in the public press, radio, television or other media. Their tenor shall be dignified to the end that knowledge of the architect's function in society and the standing of the profession as a whole shall be advanced rather than that mere personal aggrandizement of the individual may be achieved."

For violations of the code, the greatest penalty is expulsion from the Institute. This carries a moral penalty, but architects may and often do practice their profession without membership in the Institute. This is in contrast with the situation in, for example, the field of medicine. The majority of architects, however, regard membership in their national society as a legitimate mark of prestige; besides, members get a variety of practical benefits in the form of services and information through their active participation in professional affairs.

An interesting example of how ethics grow out of specific social and economic problems in a profession is afforded by the situation in architecture with respect to advertising and techniques of obtaining business. While the architects' code does ban certain advertising and promotion techniques, the concept of the "design competition"—a kind of competitive bidding—is generally recognized and approved as thoroughly ethical.

VI

On balance, there seems good reason to suppose that the existence of codes has been beneficial in all the major professions. There is not a tendency anywhere to diminish their importance; even when laws are enacted to cover certain situations, the importance of codes remains undiminished.

Testimony to the practical utility of professional ethics is given by the widespread activity in "junior professions"—sometimes in fields which can scarcely be identified as professional in any sense—to construct codes of their own which emulate those of the established professions.

Everywhere, apparently, men wish to rise above purely commercial considerations, and wish others to know that this is the case.

In a sense, then, a code of ethics becomes a kind of working compromise between the clearly felt need for public service and the equally clear need to make a living. By regulating all practitioners at the same time, and in the same way, the code gives all concerned a fair break. By exerting a significant measure of control, the code hampers practices which, if unchecked, would almost undoubtdly have to be regulated by law anyway.

If this constitutes making a virtue of necessity, it nonetheless achieves a triple benefit of substantial significance to social stability—and incidentally, of considerable significance to the public relations man who wonders whether his own code is going to be "good" for him. To the practitioner, a code of ethics grants prestige, public approbation and a reasonable chance to win financial success. To the client, the code involves the assurances implicit in professional standards. To the general public, which cannot be expected to understand the technical aspects of professional skills, the code grants the gift of faith, and a measure of protection without which there could only be chaos or complete government regulation. • •

Question of the month

(*Continued from page 9*)

thing like a profession it must have

1. A program of specialized training—specific courses on its philosophy, history, techniques, procedures and special problems. While these would constitute the 'hard core' of the training, skills in the use of all types of media are important . . .
2. An accepted pattern for academic recognition or some subterfuge therefor.
   a) In a Liberal Arts college it should be a department in which a student could major . . .
   b) In Schools of Journalism it could be set up as a 'Major sequence.'
   c) In Business Schools it could be a department, possibly providing a field of concentration.
   d) But public relations will never come into its own in terms of academic prestige and public recognition except in Schools of Public Relations. (Law Schools which admit Juniors or Seniors provide a pattern.) . . . A School of Public Relations on the Senior College level with graduate training available for graduates of both the Schools of Public Relations and Liberal Arts Colleges offers the most effective approach to adequate training in public relations.
   At present there is no recognized degree in public relations as there is in law, business, or education, but in time that may even come. For the present the established Bachelor's and Master's degrees must be used with an indication of major field.

"The Society may begin slowly and tactfully to guide and inspire the development of education in public relations along the most constructive lines."

Judging from the replies of these panel members that's a responsibility we're willing to take seriously. • •

"For Disaster Use Only" stickers are affixed to cases of paper cups stockpiled for emergency use in event of bombing.

Acme

Detroit newsmen sample an emergency feeding—demonstration was held in connection with the stockpiling in critical areas of 25,000,000 paper cups and containers for disaster use. Detroit is one of the areas selected.

PR program puts brake on orders!

Paper cup industry stockpiles product at own expense to halt civil defense orders

By Lawrence McCracken

Account Executive
Dudley, Anderson & Yutzy

IN ONE OF THOSE UNUSUAL TWISTS which only war can produce, the Paper Cup and Container Institute Inc., is now engaged in a public relations program aimed at discouraging purchase of its products. At least, by some purchasers. Equally as unusual, the Institute is stockpiling 25,000,000 cups and containers in critical target areas at its own expense to aid in cutting sales.

This is the problem. As in all human conduct, habit is important in use of paper service. For instance, several years ago an outbreak of trench mouth in Athens, Georgia, led health authorities to decree use of paper. Elements of the public complained. A year or so later, with the threat abated, the restrictions were relaxed. When some places offered glasses again, the public howled. It had become accustomed to paper and wanted no change. Obviously, an industry aim is to keep as many places using paper as possible.

Yet, the industry faces peak demand for its products in wartime. Industrial feeding, much of it on paper, increases as employers woo good will of workers and seek ways to bolster production. Military purchases skyrocket as paper is essential in troop transport, post exchanges, and in many other military situations. Hospitals, restaurants and others expand paper use as manpower shortages grow and needs develop for handling a bigger volume of business with the same or reduced labor force.

Allocations necessary

Unable to expand production enough to meet such demands, allocations become necessary.

But a new factor has entered the picture with the threat of atomic bombing. Handbooks of the Civil Defense Administration list paper service as essential for first aid stations and emergency hospitals. Civil Defense authorities, familiar with the disruption and contamination of water supplies which accompanied bombing in Europe and Japan, also see need for immense quantities of paper to serve evacuees, rescue workers in devastated areas, and others when dishwashing becomes difficult or impossible.

In addition, recent speakers in the U. S. such as Mrs. Elsa Wending, British Information Service, who explained that a hot meal is an effective antidote for shock and that a cup of steaming chocolate may keep an injured person alive until medical help arrives, have accelerated interest.

While the 16 member companies of the Paper Cup and Container Institute acknowledge a responsibility for attempting to meet needs of Civil Defense authorities under such conditions, they face another peculiar problem.

Each town No. 1

That is that, quite properly, practically every Civil Defense Director, no matter how remote his hamlet, feels he must make his preparations as though his town was the No. 1 target of the nation. After all, he points out, bombs did drop in all sorts of unexpected places in Europe.

However, if attempts were made to supply any substantial number of the nation's communities with separate stockpiles, enormous supplies of urgently needed paper cups and containers would soon be lying idle in storerooms with

(*Continued on page 16*)

The lobby probe revisited

By Edgar Lane
Faculty Member
Princeton University

[Editor's Note: The author asked for the opportunity to reply to Bert C. Goss's article, "The lobby probe and public Relations," which appeared in the May issue of the JOURNAL.
Since the war Dr. Lane has taught at Syracuse; the University of Michigan (where he received a Ph.D. in Political Science); and Princeton (since 1949). He was a special consultant to the House Select Committee on Lobbying Activities from June to December 1950.
Mr. Goss's comments on Dr. Lane's article appear on page 15.]

THE CONGRESSIONAL INVESTIGATION is one of our unique contributions to the practice of democratic government. In it are fused most of the characteristic elements of our special kind of loose-jointed politics—the pressure, the bluster, the confusion, the outraged indignation, the insatiable curiosity, and the hard, honest labor. It is almost inevitably a process whose results are extremely difficult to weigh, especially on the basis of either a cursory or a deliberately selective examination of the investigating committee's printed trail.

These comments are prompted by Bert C. Goss's article, "The lobby probe and public relations," which appeared in the May issue of the JOURNAL. Mr. Goss's analysis of the purpose and findings of the House Lobbying Committee of the Eighty-first Congress, headed by the late Frank Buchanan, is both vigorous and arresting. But in several crucial respects it is largely a work of the imagination. In a word, Mr. Goss uses highly partial textual evidence to flog the living daylights out of a very dead cat. This may be good exercise but it is not necessarily enlightening.

The dead cat is nothing less than the author's major premise, which he stated in these words:

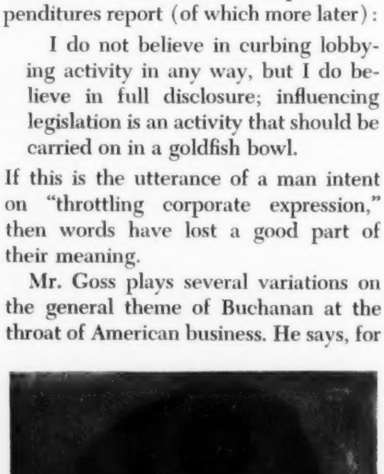
> The [Buchanan] probe was created to throttle corporate expression.

The best thing to be said for this large assertion is that it is simply not true. *Ex cathedra* denunciations often roll trippingly from the tongue but far less trippingly from the record. The plain fact is that neither the Committee nor Chairman Buchanan was desirous or capable of throttling corporate expression or any other expression in any way. It would be pointless to catalogue the many occasions on which the Chairman expressed his deeply-felt conviction that there should be no curbs of any kind on lobbying, however it might be defined. He insisted only that lobbying, like political campaigning, is one of those peculiarly public processes about which Congress and the people have the right to be fully informed. Consider, for example, his statement accompanying the release of the Committee's corporate expenditures report (of which more later):

> I do not believe in curbing lobbying activity in any way, but I do believe in full disclosure; influencing legislation is an activity that should be carried on in a goldfish bowl.

If this is the utterance of a man intent on "throttling corporate expression," then words have lost a good part of their meaning.

Mr. Goss plays several variations on the general theme of Buchanan at the throat of American business. He says, for example, that the Committee's hearings "were mostly concerned with business and business-supported groups," and that farm and veteran groups did not appear at all. "Labor witnesses," he says, "required at most only a couple of days of the committee's extensive hearing schedule."


Edgar Lane

While it is true that the Committee's two special reports on individual groups both concerned business-supported organizations, and that farm and veteran groups did not appear at all, a careful analysis of the printed record reveals an exceptionally well-balanced docket of hearings. In its inquiry into the "Housing Lobby" the Committee heard from three real estate and builders' groups and from two pro-public housing organizations, including the CIO's National Housing Committee. In the research, mass pamphleteering, and political action areas the Committee investigated three business-oriented groups (National Economic Council, Committee for Constitutional Government, and Foundation for Economic Education) and three non-business groups (Americans for Democratic Action, Public Affairs Institute, and Civil Rights Congress). In addition, the legislative activities of several government agencies and of one contingent fee lobbyist were explored. Now this agenda assuredly did not cover every group actively seeking to influence public policy, nor did it cover every technique by which these groups work. But just as assuredly it was by no means as one-sided as Mr. Goss implies. When he writes:

> All of the forecasts were that business would be the sole target.
>
> Suffice it to say that the subsequent record proved that all of these forecasts were quite accurate . . .

one cannot help but wonder just what "record" he was reading.

Then there is the opening wedge variation, by which Mr. Goss demonstrates that the Committee's means of "throttling corporate expression" was to recommend revision of the Lobbying Act so as to require the reporting of "all [of business's] public relations budgets." But this is not what the Committee recommended at all. It did suggest in its final report that certain activities of trade associations, business firms, and public relations personnel should be reported under the Act, but it also stated that "applicability should be determined on a functional basis, and not by the labels employed by the parties concerned." The test in every case is

whether or not "substantial expenditures" have been made for activities having legislative significance, and these criteria obviously do and should extend to some aspects of corporate and other public relations. But the doctrine of *de minimis*—"the law is not concerned with trifles"—will always impose common sense limits on the reach of the Act. How this can be read as showing "intent to broaden the law's coverage to all public relations"—and this is what Mr. Goss says that it means—is beyond my power to understand.

Furthermore, he argues, such reports would become a political football, "bandied around by the press and subjected to every conceivable misinterpretation." Besides, it is "only one step on from reporting to regulation." One wonders whether Mr. Goss would call *Fortune's* memorable "Is Anybody Listening?" a misinterpretation, or whether he would be willing to defend the proposition that the remedy for misinterpretation of reports is no reports at all? It may be difficult to concede that the possibility of license is one of the costs of liberty, but it is an indispensable concession for a free society to make.

As to the suggestion that reporting must necessarily become regulation, there is no answer because there are no relevant or persuasive parallels. I, for one, hope that Mr. Goss is wrong. I *know* that he is wrong so far as the intentions of the Buchanan Committee are concerned; although for different reasons, its seven members were as scrupulously libertarian as any men could be. In all events, there need be nothing inevitable about that whittling away of freedom which Mr. Goss so rightly dreads. Why not, rather, cling to the hope that a democracy can discipline without destroying itself?

• • •

Beyond its questionable premises, Mr. Goss's article was somewhat less than fair in its treatment of the facts. This was particularly so of his analysis of the Committee report entitled "Expenditures by Corporations to Influence Legislation," which he regarded as its "most significant report (to public relations men)." This report was simply a printed compilation of replies received from a questionnaire sent by the Committee to 173 corporations and business concerns. Respondent firms were asked to supply information on their expenditures from January 1, 1947, to May 31, 1950, in six categories: travel to and from Washington; expenses of Washington office; printed or duplicate matter; institutional or legislative advertising services; contributions to other than charitable or eleemosynary institutions; and other expenditures relating to legislation.

It is entirely true, as Mr. Goss points out, that the respondents varied widely in their replies. As a case in point, he notes that while Chrysler listed contributions of only $53,725, General Motors reported a total of $4,867,051, which apparently included all of its contributions for the three-year period. "Examination of the [GM] list," writes Mr. Goss, "turned up scarcely any organization which any average person would imagine had any important interest in legislation." Now a lot may hinge here on the meaning of "average person" and "important interest." This average person would think that such groups as the United States Chamber of Commerce ($7500 from GM in 1947, $25,000 in 1948 and 1949), the American Economic Foundation ($10,000 in 1947, 1948, and 1949), the Economists National Committee on Monetary Policy ($2500 in 1947), the Foundation for Economic Education ($15,000 in 1947, $10,000 in 1948 and 1949), the National Association of Manufacturers ($109,810 in 1947, $59,800 in 1948, $60,000 in 1949), the National Bureau of Economic Research ($3500 in 1947, $4500 in 1948, $5000 in 1949)—and there are others—would have a very "important interest" in legislation. It might, in fact, be argued that this interest is one of their principal reasons for existence.

But even conceding that these are terms about which reasonable men might differ, it is still difficult to accept Mr. Goss's conclusion that because the expenditure reports varied from corporation to corporation, the results are "meaningless and contradictory." To the contrary, they are full of the meaning for anyone interested in finding it. Some corporations reported too little, some too much; but while the returns are not strictly comparable except by an optimistic process of cancelled extremes, they nevertheless provide a rich and suggestive field for exploration—by public relations men, by economists, by political scientists, and perhaps by such "average persons" as corporate shareholders, especially while they puzzle over their dividend checks.

It is even more difficult to follow Mr. Goss when he states:

> Yet the Committee's interim report drew upon this meaningless and contradictory expenditures study to make the following assertions . . .

And then, quoting from the Committee's General Interim Report;

> So far as reported expenditures for lobbying are concerned, organized

Comment on "The lobby probe revisited"

I see very little in Dr. Lane's comment to necessitate a rejoinder. His most important comments begin with "While it is true that" and "It is entirely true that," so I am perfectly satisfied to let the original article stand the way it appeared in the Journal.

I suppose I should object strongly to the section which charges my article with being somewhat "cavalier in its treatment of the facts." On reading through the next two pages, I don't find a single instance where Dr. Lane supports that statement by showing carelessness or incorrect use of the facts. Instead, he objects, as he may well properly do, to some of my interpretations of and opinions about the facts.

Dr. Lane is very anxious to state that the probe never intended to prohibit lobbying but only to require full disclosure of lobbying activities. The point of my article was that the probe sought to classify corporate public relations activities and budgets as lobbying. This point is apparently conceded by Dr. Lane.

I will leave it up to the working public relations men to decide whether, as my article contended, such a classification and the accompanying reporting requirements would tend to throttle corporate expression.

Bert C. Goss
Vice President
Hill and Knowlton, Inc.

business far outspends other interests. This fact, however understandable, points to a situation which tends to undermine the props on which American thinking about lobbying has traditionally rested.

The Interim Report does not draw on the expenditure study to make this assertion; it draws, rather, on reports filed under the Lobbying Act, as would have been perfectly clear had Mr. Goss also included the paragraph immediately preceding the one quoted. This paragraph ended:

> Of the 35 organizations which reported lobbying expenditures of over $50,000 in 1949, 22 were purely business or trade groups and 2 others derived almost their entire support from corporate or business contributions.

He also might well have completed the paragraph from which he did quote:

> . . . the props on which American thinking about lobbying has traditionally rested. We believe lobbying to be every man's right. But some men are more able to make their rights meaningful than others. In practical terms, this has meant that those interests with the most to spend for protection have proclaimed "lobbying for all" as an almost sacred article of faith. It is not unlike the elephant shouting "Everybody for himself" as he stomps up and down among the chickens.

I, for one, will buy this, and I strongly suspect that most of us would. Our reactions to this set of facts may vary with our biases, but it is a set of facts which even the most studied myopia cannot blink away.

° ° °

These comments appear in retrospect to be more argumentative than their author had intended. Their purpose was less to take issue with Mr. Goss—although I do believe he cut several intellectual and semantic corners—than it was to give some indication of the significance of the Buchanan investigation to public relations practitioners. And it was unquestionably significant, if for no other reason than that the Committee redefined lobbying in terms realistic enough to span at least some facets of modern public relations. But the Committee did not redefine lobbying in order to restrict it, nor did it hope "to require eventually the reporting under the Federal Lobbying Act of virtually all types of corporate and industrial public relations expenditures," as Mr. Goss alleges. It hoped only to show that modern efforts to influence public policy more often involve opinion management than legislative jobbery, and that when—and only when—such efforts entail substantial expenditures, they should be made public as the law wisely requires. It is as simple as that. No responsible public relations practitioner should have any great difficulty in granting this much public interest in his work.

When Mr. Goss concludes that all of the Committee's findings remain on the record and "entirely unrefuted," he seems to be assuming that they can and should be refuted and that he has taken the first long step in this direction. I agree that these findings remain unrefuted, but for the somewhat different reason that they are and will remain entirely irrefutable. Certainly they withstand Mr. Goss's determined attack without any strain. The Buchanan Committee had something important to say to the American people and it will require something more than a spirited imagination to disturb the truth and integrity of its work. • •

PR program puts brake on orders!

(*Continued from page 13*)

enormous waste resulting because of improper protection.

Too, the industry faced the prospect that today while supplies are still available St. Johnsbury, Vt., or Talladega, Alabama, might stock up for Civil Defense. Then in six months Civil Defense orders from Detroit or Pittsburgh might have to be refused. Obviously, the industry would face an embarrassing public relations problem in explaining to press and public why St. Johnsbury was protected and Detroit was not.

To head off hundreds of scattered orders and protect itself against charges of failing to supply Civil Defense needs, the 16 companies, working through the Institute, agreed to set aside 25,000,000 cups and containers ranging from one ounce graduated medicine cups to 16 ounce hot soup and stew containers for Civil Defense use.

These supplies are being stockpiled in 12 to 15 of the most critical target areas in the nation. Cases of the containers are placarded "For Disaster Use Only" and the supplies may be removed only upon orders of Civil Defense or Red Cross authorities. The stockpiles are placed without cost to the communities but title is retained by the Institute so they may be reclaimed if unused at the end of the emergency.

Warehousing costs, where necessary or it seems advisable, will be borne by the Institute.

First of the stockpiles was placed in Detroit. A portion of the supplies were put in Detroit proper and the rest ten miles north of the city so they would be available to Pontiac, Flint, Mt. Clemens, Wyandotte, and other communities adjacent to the city.

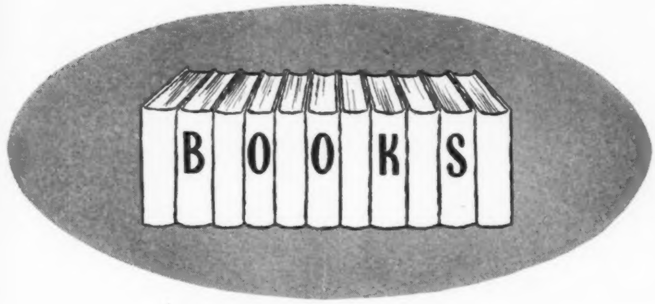
Civil Defense officials of these outlying communities were invited to a luncheon where they were shown how to get access to the supplies in event of need and were given a demonstration of the uses of the various products. The demonstration was made by the Welfare Committee of Detroit's Civil Defense Administration.

The officials were also advised of additional supplies available on short notice from two Michigan manufacturers and notified that the entire industry was alerted to rush supplies immediately to any stricken area.

Institute officials feel that the Detroit experience assures that the stockpiles will serve the two major objectives of heading off scattered, unwanted orders and of forestalling complaints that the industry is negligent in meeting its responsibility for supplying Civil Defense needs.

A welcome PR bonus was the praise from high sources and the industry good will the stockpiling generated.

Gen. Lester J. Maitland, Michigan State Civil Defense Director, described the stockpiling as a "patriotic gesture of the first magnitude—which demonstrates clearly its appreciation of the peril under which we live. Having a ready source of clean containers for medicine and food may spell the difference between life and death to the population of this area. I want to thank the Paper Cup and Container Institute for a great service to the State of Michigan." • •



ROADS TO AGREEMENT

Reviewed by Dudley L. Parsons, Dudley L. Parsons Company

ROADS TO AGREEMENT, by Stuart Chase, Harper & Bros., 250 pp., $3.50.

This is an important book. The title is a clue to its contents, which are case histories and descriptions in the art and accumulated science of agreement among groups of people. The reporting is factual and the comment useful in the typical Chase style. Like its predecessor, *The Proper Study of Mankind*, the book deals with important background material for the modern practice of public relations. As Chase says, "An inventory of this nature is not an encyclopedia, but neither is it a primer . . . it is an experiment in integration." Persons highly specialized within the limits of this study should find it an able synthesis. The general public relations practitioner will find more in this work than he is likely to have time to dig out for himself. It should be a "must" for the neophyte.

Space here does not permit outlining the entire study. However, it begins with the story of an embattled strike, succeeded by a generation of industrial peace, and why. Eighteen levels of dispute are then examined with their underlying causes. Most of the book, however, is spent on specific cases and situations where agreement has been reached or conflict reduced. Considerable attention is given to the Quaker Meeting and the National Laboratory at Bethel, Maine, and a great deal of information on specific techniques and findings of researchers, such as Lewin, Bavelas, Bales, and others. Inquiry is made into the conditions of labor peace with special attention given to the Amalgamated Clothing Workers Union, followed by inspection of pioneering work at certain universities. Finally, after examining semantic problems, there is a glance at agencies for agreement on international relations. Important principles emerge, which it would be unfair both to the book and the reader to attempt to condense further. The summation in the last chapter is excellent. There is a good bibliography.

The only serious flaw in the book is that Chase apparently has ignored the role of public relations people in their everyday work of finding common grounds and bringing people to agreement. In most disciplines and professions, there is a fair distinction between experimental work of the few (sciences) and the general practice of the many (technology). Mr. Chase, unfortunately, leaves the impression that the only people who work in this field should be labeled "social scientists."

THE WAY TO SECURITY

Reviewed by Verne Burnett, Verne Burnett Associates

THE WAY TO SECURITY, by Henry C. Link, Doubleday & Company, Inc., 224 pp., $2.50.

Dr. Henry C. Link has written four books which have had 68 printings totaling 675,000 copies. His latest, *The Way to Security*, promises to add heavily to the total.

The ground it covers in its 224 pages should appeal to any thoughtful person. But for this review, we will discuss only a few points which apply to the public relations field.

One of the greatest yearnings of a human being is for security of various kinds. Dr. Link skilfully analyzes this subject and provides the solutions—principally built around development of strong spiritual power within the individual.

The presentation is made in such a way that it should be helpful to almost any public relations worker in coping with his own problems, in dealing with persons close to him, and in understanding the general public and special publics.

Dr. Link offers valuable guidance for PR practitioners who deal with employe communications and economic education. For instance, he indicates how to do away with the popular idea that big industry today necessarily destroys the independence of the individual.

He explains how it is impossible to gain real security or independence by legislation. He knocks down the idea that poverty results in communism—if that were true many of America's poor boys who rose to great wealth should now be radicals. It is our way of life which makes the difference.

In speaking of security he says, "False theories have weakened people's power to achieve it." To expose such fallacies he calls "the first social obligation of our time." He then exposes 27 of these fallacies.

In PR work there is a continuous need for psychology. This book presents useful information on psychology, which is defined as "study of habits, first so that these habits can be better understood, second so they can be better controlled."

His observations include facts about human nature reaching back to ancient Greece. He applies them to modern times. "Though individuals change, human nature remains the same. Only in recent years have psychology and sociology discovered that some of the old-fashioned principles, learned through the experience of centuries, were scientifically sound."

He discusses the impacts of modern industry, science, atomic weapons, fear of war, and other current problems. He ends his book with the hopeful thought that man can be saved if he will make the effort.

Our only reaction which might be considered unfavorable is that we wish the book could have been longer in order to cover portions of the subject more extensively. However, Dr. Link likes to write books which are easy to read and not too time-consuming.

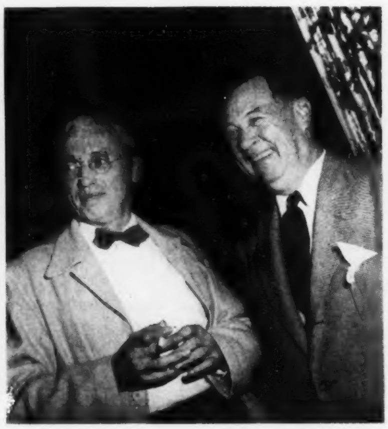
The Way to Security is a continuation of a series: *The Return to Religion, The Rediscovery of Man,* and *The Rediscovery of Morals.* Most of the material in *Security* is new. As in the case of the earlier books, the value to public relations people is not that his latest book provides blueprints for public relations techniques, but that it helps sharpen and straighten out one's thinking. Also reading such a stimulating work touches off a chain of new ideas, which are so vital to successful PR work. • •

The Committee on Standards of Professional Practice and legal counsel met the day preceding the Board meeting. Seated (l to r): Norman Siegel; George Link, Jr. (legal counsel); Burns W. Lee, Chairman; Homer N. Calver; Bruce Watson; Walter T. Bonney; Richard Fehr. Standing, Committee Secretary Janet J. Bauer; PRSA Executive Vice President Robert L. Bliss; Rex F. Harlow, guest.

Canadian Board member William E. Austin dis- cusses PRSA's code proposal with fellow mem- bers Ed Lipscomb and W. Howard Chase. Lip- comb is PRSA's Vice President. All three a members of PRSA's 9-man Executive Committee

NEWS IN VIEW - - PRSA BOARD MEETS AT RYE

W. G. Haworth, Detroit Board member who is chairman of PRSA's Development Committee, reports on new chapter development to Executive Committee Chairman William G. Werner.



L. E. Judd, Chairman of PRSA's Nominating Committee; Samuel D. Fuson, Chairman of the national Eligibility Committee.

Rex F. Harlow, Palo Alto Board member who was named chairman of PRSA's new five-year Commission on Research, discusses proposed program with President Fairman.

Board meeting attendance included members from 6 of PRSA's 7 geographical regions.

NEWS SECTION

OCTOBER, 1951

PRSA Board meets at Rye

5-year Commission on PR Research established; Cleveland and Milwaukee Chapters chartered; Code enforcement machinery discussed; Research Committee reports on PR job study findings

George M. Crowson, Chairman, Program Committee, PRSA Annual Conference.

Thought-provoking discussion, which may have far-reaching effects on the future of public relations in America, occupied the 13-hour agenda of the Fall Board meeting of PRSA's national Board of Directors assembled in a one-day session at the Westchester Country Club, Rye, New York, September 21. Six of PRSA's seven geographical regions were represented and, in addition to chairmen and members of national committees, chapter groups and individual members took part in the program which continued through luncheon and dinner.

Committee reports, cleared by the Board for reference to the full membership at the annual business session in Chicago, included many subjects of top concern to the profession. Reports of growth of Society membership development, presented by William G. Haworth, Detroit, Chairman of the Development Committee, included granting of charters by the Board on petition of two new chapters: Northeastern Ohio (Cleveland) and Wisconsin (Milwaukee).

Among top agenda subjects was the presentation of the first findings relating to job descriptions, required training, salaries and staffing specifications for PR firms, industrial PR departments and association groups. Given as an interim report by Research Committee Chairman Walter G. Barlow, Princeton, New Jersey, the final study based on completed returns and analysis will be presented to members in Chicago meeting discussion. The first data, based on heavy returns, evinced great interest among those present who were reviewing new findings developed in the PR field for the first time.

The Committee on Standards of Professional Practice, completing a three-year study of proposed enforcement machinery for carrying out the provisions of the Society's ethical code, gave a detailed reading of a possible by-law amendment to be referred to the membership for consideration and adoption at Chicago. Much discussion ensued in the development of practical application and methods, with proper consideration for all elements of practice represented within the Society. The Committee, of which Burns W. Lee, Los Angeles, is chairman, was asked to undertake further studies and revisions of certain sections of the draft before the annual meeting presentation. Mr. Lee's group had worked in closed session with PRSA's legal counsel, George Link, Jr., going over practical aspects of code enforcement as represented by the proposals, the day preceding the Rye meeting, and previously had held several preliminary study and drafting meetings this year in New York and Los Angeles, as well as carrying on its agenda by heavy correspondence.

Among the top subjects of the Rye meeting, growing out of several months' study of a proposed series of PR leadership conferences to be sponsored by the Society at some future date, was the proposal that PRSA, in conjunction with

(*Continued on page 20*)

Annual Conference plans announced

National PR conference at Chicago, November 18-21 promises "take-home" values for participants.

Reporting for the Program Committee before the Board of Directors at its Rye meeting, September 21, George M. Crowson, Chicago, who heads that section of Conger Reynolds' hard-driving 100-member Annual Meeting Committee, gave a colorful account of the plans for PRSA's 4th Annual Public Relations Conference at the Edgewater Beach Hotel, Chicago, November 18-21. With one or two last-minute changes on the 4-day schedule ready to fall into place, Mr. Crowson stated that indications of advance registrations were already mounting toward 500 PRSA members, staff associates and non-member colleagues, promising one of the largest public relations meetings on record. Non-members of PRSA are invited to attend and take part in all events, with the exception of the one closed membership session, Tuesday morning, November 20.

Sunday, November 18, Events

The 1951 Board of Directors will meet in its final session of the year at 10:00 A.M., Sunday. As continuation of the agenda a luncheon following the meeting will be attended also by the

(*Continued on page 22*)

PRSA CALENDAR

November 18-21, 1951—PRSA 4th Annual Conference, Edgewater Beach Hotel, Chicago, Illinois.

PRSA Board meets

(*Continued from page 19*)

one of the leading research centers, undertake a continuing program of basic research to undergird PR practice. The Board approved the establishment of a PRSA Commission on Research, its first term to run for five years, with a proposed initial program to be studied for announcement at the time of the annual meeting. Discussions with established research centers are already being undertaken, and sources of funds to implement the program are being considered. Members of the 7-man group, appointed for a term of 5 years are: Dr. Rex F. Harlow, Palo Alto, Chairman; W. Howard Chase, New York; Professor (Emeritus) N. S. B. Gras, Harvard University; G. Edward Pendray, New York; Claude E. Robinson, Princeton, N. J.; James P. Selvage, New York; J. Handly Wright, St. Louis; and Robert L. Bliss, New York, ex officio.

The research proposal brought commendation from educators, PR counselors and business PR directors alike, and some of the projects for early consideration were roughly outlined to the Board for preliminary thought. One of the most stirring comments of the day was that of Professor Gras whose remarks might be epitomized in the following language, as he envisioned the importance of such a step in public relations and Society progress: "We are already firmly in the grasp of socialism—socialism from within. We are going down this road rapidly in ways inimical to the best interests of the American people. But we haven't gone so far that we can't shape the course we pursue so that we can at least partially pre-determine the goal that's achieved.

"That is, we can make our type of government—and our economy—a free one even though it is socialized. If we falter or fail to exercise the proper constructive democratic influence, we can have a rigidly controlled, socialistic economy and government.

"The issue lies pretty well in our hands. Public relations people have an enormous stake in this situation, and tremendous contribution to make."

It was pointed out that the new commission's program will not conflict with PRSA's national Research Committee function, for while the former will be addressing its efforts to basic considerations affecting social sciences and group actions, the latter will continue to consider in general the current economic and professional trends that affect PR practice and techniques.

Reports were also presented to the meeting from the Public Relations Program Committee, W. Howard Chase, Chairman; the Publications Board, Pendleton Dudley, Chairman, assisted by G. Edward Pendray, Editorial Committee Chairman, and Harry E. Fry, Advertising Committee Chairman; Nominating Committee, L. E. Judd, Chairman; Eligibility Committee, Samuel D. Fuson, Chairman; Awards Committee, Franklyn Waltman, Chairman; Committee on International PR Affairs, Maxwell E. Benson, Chairman; PR Defense Advisory Board, J. Handly Wright, Chairman; and an interim report for the Education Committee was presented by Virgil L. Rankin, a member of that group.

Luncheon highlight was provided by George M. Crowson, Chicago, who developed for the meeting the plans and progress on the 1951 PRSA conference program. Mr. Crowson detailed the many new innovations worked into the general planning for PR "take-home" value, and presented Annual Meeting Committee Chairman Conger Reynolds' glowing prognostications for a Chicago meeting "full of interest, fellowship and entertainment" for visiting members and their PR friends. It was reiterated that non-members as well as members are invited to all sessions, except the closed business meeting for members only, Tuesday morning, November 20.

Wives and families were in evidence at the Rye meeting, and many sat in on sessions and listened to the discussion. Second generation attendant was Philip Murphy, son of Marvin Murphy, New York Chapter member and Chairman of PRSA's 1949 Eligibility Committee. • •

PRSA Committee on PR named

Members of the newly constituted Public Relations Program Committee of the Public Relations Society of America have been announced by W. Howard Chase, Chairman of the group established to develop ways of increasing public understanding of the craft. The agenda of the body is being prepared for early implementation with one of its major objectives announced as an effort to increase understanding of the public relations field by the consumers of its services.

The members are: Howard W. Allen, Director of PR, Johns-Manville Corp., New York; Holcombe Parkes, Director of PR, Benton & Bowles, New York; Edgar S. Bayol, Press Counsel, Coca-Cola Co., New York; E. Huber Ulrich, Ass't. to the President, Curtis Publishing Co., Philadelphia; Harold Brayman, Director, PR Dept., E. I. du Pont de Nemours & Co., Wilmington, Del.; Stewart Harral, Director of PR Studies and Professor of Journalism, University of Oklahoma, Norman, Okla.; John L. Fortson, Director of PR, National Ass'n. for the Prevention of Blindness, New York; Herbert M. Baus, PR Counselor, Los Angeles; Leonard J. Fletcher, Vice President, Caterpillar Tractor Co., Peoria; E. Cleveland Giddings, Vice President, Capital Transit Co., Washington, D. C.; Thomas W. Parry, Thomas W. Parry & Associates, St. Louis; Don Short, PR Counsel, Minneapolis; James B. Shores, Director, Employee - Public Relations, Texas and Pacific Ry. Co., Dallas.

The committee plans to make a complete report of its program and planning to the membership at the Annual Conference business session in Chicago. • •

Chapter news notes

CHICAGO CHAPTER

First meeting of the fall season was held September 18 at the Tavern Club with 73 people in attendance. As the date coincided with a meeting of PRSA's Fourth Annual Conference Program Committee, out-of-town guests included PRSA Executive Vice President **Robert L. Bliss,** New York; and **Dan Forrestal,** Monsanto Chemical Company, St. Louis.

George Reitinger, the Chapter's new President, presided and introduced **Conger Reynolds,** PRSA national conference committee chairman, who reported on progress of meeting plans. **George Crowson,** national program committee chairman, outlined the virtually completed 4-day program which promises to be one of the most extensive ever held.

The chapter's luncheon speaker was **Park Livingston,** President of the Board of Trustees, University of Illinois. A public relations man himself, Mr. Livingston talked on "The University as a Public Relations Tool," patterning his talk on a report-to-stockholder format.

DETROIT CHAPTER

Detailed plans for what is slated as the largest and most important public relations project ever to be held in Michigan were completed by officers, directors and committee chairmen of the Detroit Chapter at an executive meeting held September 19.

The biggest event in chapter history to date—the **Michigan Public Relations Rally**—is scheduled for Tuesday, October 9, at Detroit's Book Cadillac Hotel in a two-part program: An afternoon session, with 15 representatives of leading Detroit industries describing the current PR activities of their companies, staged as three separate panel groups. (Following the talks by each panel, the audience will have an opportunity to address questions to the panel members from the floor.) A dinner session will present **Milton Fairman,** PRSA President, as guest speaker. He will be introduced by **John S. Coleman,** President of Burroughs Adding Machine Company, who will give his own estimate of the position of public relations in top management's plans and thinking.

All persons practicing or studying public relations or engaged in allied areas, such as education, sales, advertising, promotion or personnel, or in executive work in which public opinion must be considered, are specifically invited to attend all or part of the October 9th Rally. A special invitation is going to members of PRSA's Toledo, Ohio, Chapter to join in the day's program.

For the first meeting of the Detroit Chapter for the 1951-1952 season, on September 26, Chrysler Corporation prepared a special program dealing with several types of motion picture techniques which have been used recently in PR programs, with examples of each.

(*Continued on page 31*)

Planning Michigan PR Rally

Shown above from left to right: Walter T. Murphy, Ass't. Adv. Mgr., Dearborn Motors Corp.; William A. Durbin, Director of PR, Burroughs Adding Machine Co.; Leroy H. Kurtz, Business Mgr., PR Dept., General Motors Corp.; Thoburn Wiant, Detroit Director of PR for Young and Rubicam, Inc.; Richard W. Randolph, PR Dept., United Foundation; Noble D. Travis, Vice President, Detroit Trust Co.; and Charles W. Craig, PR Dept., Chrysler Corp. Wiant is President of the Detroit Chapter, Travis, Vice President, and Durbin, Secretary. Murphy, Kurtz, Randolph and Craig are chairmen, respectively, of the membership, program, directory and publicity committees.

Annual Conference plans

(*Continued from page 19*)

newly-elected members of the 1952 Board who, according to By-Law, will elect 1952 Society officers and establish the forthcoming year's dues schedule. After the joint session, the 1952 Board will retire and the 1951 Board complete its year's term.

Registration will begin at 2:00 P.M., Sunday; and at 5:00 P.M., a cocktail reception will mark the first general get-together of conferees. After-business entertainment plans made by the Committee are the most complete and varied of any meeting yet held, and families of PRSA members and guests will find much to fulfill any interest when they are not engaged with conference events.

Monday, November 19, Sessions

Registration tables open at 8:30 A.M., Monday; a PR exhibit section will be unveiled at 9:00 A.M., available throughout the conference; and the opening session will get under way at 9:30 A.M., with Mr. Reynolds presiding. Address of welcome will be made by George C. Reitinger, Chicago Chapter President.

A general session will follow, devoted to relations of man to man, with PRSA's Canadian Vice President, William E. Austin, presiding. "What Makes People Tick" is the discussion subject to be handled by Albert C. Van Dusen, Associate Professor of Psychology, Northwestern University. A panel discussion on the measurement of program results will include such leaders in the field as Dr. Claude E. Robinson, Opinion Research Corporation, Princeton, and Dr. Henry C. Link, Psychological Corporation, New York. Audience participation will be developed employing the "Phillips 66 Method," and concluding with adjournment to luncheon.

William G. Werner, Chairman of PRSA's Executive Committee and Central Vice President, will be chairman at luncheon, introducing Society President Milton Fairman who will make an analysis of developments present and impending in the public relations craft, as our field is affected by social and defense considerations in our economy.

Monday afternoon session will initiate a new feature in public relations conferences—the audience will be divided by interest into five discussion groups, each with pre-arranged agendae, chairmen, and discussion leaders. These group interests within public relations practice include: *PR for Business and Industry*, with John Vance, Chicago, presiding, and a large panel of industrial and corporate department PR participants; *Public Relations Counseling Firms*, G. Edward Pendray, New York, presiding, and a broad representative group of PR practitioners; *PR for Service Agencies* (institutions, foundations, welfare, religious, education, government, etc.), with Horace C. Renegar, New Orleans, PRSA Southern Vice President, presiding over a program of participants from the varied fields; *Teaching Public Relations*, a panel in which all educators concerned with teaching PR are being invited to attend and discuss current practices in teaching PR studies, with Dr. George A. Pettitt, Berkeley, presiding, assisted by Virgil L. Rankin, Boston. The fifth group, *PR for Associations*, will be headed by Phillip Gott, Chicago.

These discussion groups promise a real opportunity for attendants to participate, discussing the problems and trends of practice peculiar to their special PR interests.

Monday evening dinner period has been left open for personal plans. At 8:00 P.M., a special showing of new developments in motion pictures and other visual aids has been organized, with Nathan E. Jacobs, Chicago, presiding.

Tuesday, November 20, Program

The annual business meeting, for PRSA members only, Tuesday at 9:30 A.M., will include discussion of the proposed code enforcement machinery; reports of surveys made to obtain clearer definition of the PR function, undertaken by the Research Committee this year; discussion of the proposed program for PRSA's new Commission on Research; and reports of all national committees. Much new subject material will be brought before the membership professionally for the first time, due to several committee activities originated this year.

Tuesday luncheon will be informal, buffet-style, with voluntary table groupings for general discussion and "trade talk."

John L. Mortimer, PRSA's Southwestern Vice President, will preside over the first portion of the afternon session, titled, "Getting Additional Dividends Out of Communications Techniques." A panel, including a representative to spearhead discussion in each of six major PR areas, will make a presentation for (1) employee publications (2) radio and television (3) films and other visual materials (4) institutional advertising (5) press relations (6) community contacts.

After recess, Dan J. Forrestal, St. Louis, will direct the second portion of the program, presenting to the audience a series of 10 actual problems in public relations for discussion by the panel as to treatment, with audience participation.

The annual dinner will be staged as the conference social highlight Tuesday evening at 7:00 P.M., with President Fairman heading the program which will include a leading national guest speaker.

Final Session—November 21

Wednesday morning will be handled as a general session on economic education, with Guy J. Berghoff, Pittsburgh, PRSA Eastern Vice President, presiding. Following general treatment of the subject by a spokesman from that field, there will be an on-stage live presentation of the General Mills school program, conducted by Cyril W. Plattes, Minneapolis, using school children, teachers and professional stage effects. Audience participation will be developed after the dramatic period to elicit exploration of new techniques and trends in increasing the effectiveness of economic education projects.

The final luncheon speaker will be announced, as will all other participants not named here, through the November issue of the JOURNAL, and other notices now in preparation. Conference adjournment is scheduled for 2:30 P.M., Wednesday.

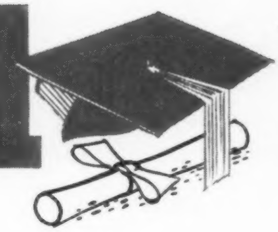
Reservations for *hotel accommodations only* are to be sent direct to the Edgewater Beach Hotel, mentioning "PRSA Conference." Forms for this purpose are presently being sent out to all members. Registration for the meeting will be made by reply to an advance mailing presently being readied for distribution by PRSA national headquarters in New York. Registrants are urged not to send meeting registrations to the hotel, *only* personal room requests.

Families and staff associates are invited to attend. Wives of registrants are invited to attend sessions free of fee, the only charge made being that of the meal, if that is part of the session being attended.

With limited space in this issue, more complete story of meeting arrangements will be carried in the November JOURNAL which will be mailed early and additionally, a succession of direct mail information and registration pieces will be enroute to members after October 1. • •

A Shamrock Short Story

Meet the Graduates.... Class of '51



Unless you knew him, you'd never guess that courteous, efficient young bellman in his neat Shamrock-green uniform and polished buttons is the heir to a respectably large hotel enterprise in a distant city. Someday, he'll be managing his own hotel, but in the meantime . . .

☆ ☆ ☆

It is an axiom of the hotel business that the only way to learn it is to work in it. There is no college to school the innkeeper; there are no text books to instruct him in hotel operations; there is no course in the kind of know-how required of modern hotel management. The reason is simple: you can't reduce our kind of personal–service industry to an academic formula. There just isn't any theory about running a hotel; it's all practice.

That's why hotels are their own best production line for personnel; they are the vocational training ground for tomorrow's hotel executives.

☆ ☆ ☆

There is not a department of The Shamrock without its trainees from other hotels. We're glad to have these eager, ambitious "apprentices"; we feel we can give them a good deal of education. Fact is, we have a reputation as a sort of post-graduate institution in hotel circles, and many of our "students" are long-time hotel folks who come to brush up . . . to see how we do things at The Shamrock.

The Shamrock and its operations are a new experience for these hotel hands, old and new; it is America's newest large hotel and has been able to incorporate many advanced ideas in operating efficiency; and it has been willing to break with a number of business traditions and adopt many policies and programs that are regarded as somewhat revolutionary.

We confess that some of these new ideas have caused a few lifted eyebrows in our trade; certainly, they have attracted genuine interest, and that's why we're host to an unusually large class of "students" all year . . . folks from every phase of the hotel business.

☆ ☆ ☆

There's the comely young supervisor of our maids on the sixth floor; actually she's the chief housekeeper of a nice, medium-sized hotel in the middle west. She's on leave from her job to spend a month in The Shamrock, studying every detail of our housekeeping operations from linen inventories to employee relations.

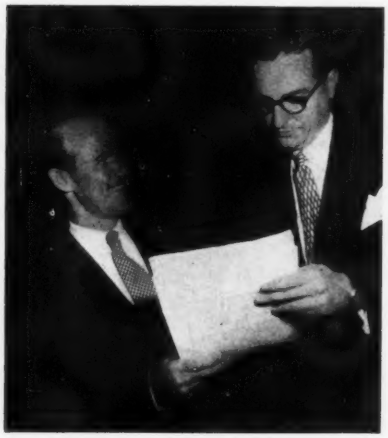
There's the hard-working butcher in the kitchens who gets a good deal of personal supervision from our Chef; his regular job is sous-chef at a prominent resort hotel whose name and location you'd recognize immediately. When he goes back to his job, we believe he'll know more about the buying, storing, cutting and preparation of meats.

There's the middle-aged clerk in our accounting department. He isn't a clerk at all; he's the executive manager of a chain of hotels over in the Southeast, and he learned his first hotel accounting over twenty years ago. But now he's come back to "school" to acquaint himself with the streamlined, highly efficient accounting procedures instituted by The Shamrock, and he figures the easiest way to reorganize his own accounting department is to learn new methods himself.

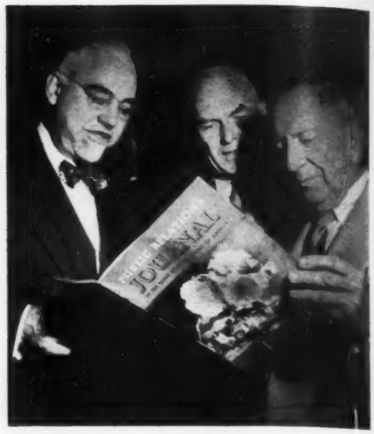
☆ ☆ ☆

We like our role as school teacher to the hotel business; we welcome our students when they come to "enroll," and we take real pride in sending them back to their jobs . . . The Shamrock graduates, class of '51.

Hosts to the group in a pre-meeting cocktail get-together, held the evening preceding the meeting, were Board members Pendleton Dudley, John W. Hill, and James P. Selvage, all of New York.



Board member Fred Bowes, Jr., discusses the proposal for an international PR group with New York chapter member Robert G. Pearson, between sessions.



The JOURNAL "team"; Editor G. Edward Pendray; Advertising Committee Chairman Harry E. Fry; and Publications Board Chairman Pendleton Dudley reported 1951 JOURNAL progress.

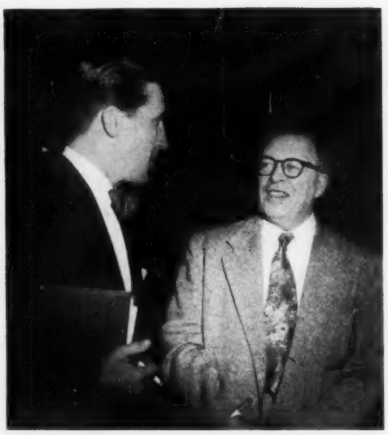
Chicago Chapter members: George M. Crowson (left), Chairman of the Annual Meeting National Program Committee, brought a report of plans for PRSA's Conference in Chicago, November 18-21. Here he talks with Board member Charles C. Greene.

At the Board Meeting

"Thought - provoking discussion, which may have far-reaching effects on the future of public relations in America . . ."

PRSA Education Committee member N. S. B. Gras, Professor (Emeritus) of Business History, Harvard School of Business, who made a stirring plea for more PR thinking in business, discusses the five-year Research Commission purpose with President Fairman.

New England Chapter: Board members Clark Belden, Virgil L. Rankin, Lansing T. Carpenter, and chapter member Paul A. Newsome.



From the Detroit Chapter: Board member William G. Haworth, and LeRoy H. Kurtz, member of the JOURNAL Advertising Committee.

The ladies came too: seated (l to r), Mesdames Austin, Selvage, Gras, Fairman. Standing, Mesdames Chase, Werner, Fuson and Bliss.

POSTINGS

The By-Laws of the Society require that applications for membership be posted 30 days before being submitted to the Executive Committee for approval. Members desiring to comment on the following applicants should write the Eligibility Committee, Public Relations Society of America, Inc., 525 Lexington Avenue, New York 17.

Active Membership

Walter J. Amoss, Vice President, New Orleans Public Service, Inc., 317 Baronne St., New Orleans, La. Sponsors: Horace Renegar and Milton Fairman.

Joseph V. Baker, President, The Joseph V. Baker Associates, Inc., 716 South 19th St., Philadelphia, Pa. Sponsors: Harold S. Le Duc and Franklyn Waltman.

Howard T. Beaver, President, Beaver Associates, Inc., 612 North Michigan Ave., Chicago, Ill. Sponsors: J. J. Gerber and Scott Jones.

Charles Brandt, PR Executive, U. S. Rubber Co., 1230 Ave. of the Americas, New York City. Sponsors: W. Radford Bascome, Jr., and G. Gordon Biggar.

Ralph W. Bugli, Vice President, Fred Eldean Organization, Inc., 670 Fifth Ave., New York City. Sponsors: Milton Fairman and Harry K. Schauffler.

D. D. Degnan, Senior PR Representative, Owens-Illinois Glass Co., P. O. Box 1035-36, Toledo, Ohio. Sponsors: John H. Barker and George L. Schlosser.

Ward Delaney, President, Employe Relations Institute, 933 Rugby Rd., Charlottesville, Va. Sponsors: Ed Lipscomb and Maxwell E. Benson.

John Harvey, Dir. of Industrial PR, John Falkner Arndt and Co., Inc., Fidelity-Philadelphia Trust Bldg., Philadelphia, Pa. Sponsors: Katherine de Reeder and Brahna C. Hutchins.

Kit Haynes, Dir. of Information Services, National Council of Farmer Cooperatives, 744 Jackson Pl., N.W., Washington, D. C. Sponsors: Ed Lipscomb and C. Armitage Harper.

W. Henry Johnston, Dir. of Sports Information, Harvard University, Cambridge, Mass. Sponsors: Milton Fairman and Horace Renegar.

Victor LeMay, Dir. of PR, Mid-Continent Supply Co., Mid-Continent Bldg., Box 189, Fort Worth, Texas. Sponsors: Paul Cain and John L. Mortimer.

William J. Long, Special Ass't., Office of Assistant to Chairman, U. S. Steel Corp., 71 Broadway, New York City. Sponsors: J. Carlisle MacDonald and Earl O. Ewan.

Roy W. Madison, Roy W. Madison Associates, 123 E. Sixth St., Cincinnati, O. Sponsors: Wm. G. Werner and E. Leo Koester.

Elizabeth M. McStea, National PR Dir., Camp Fire Girls, Inc., 16 East 48th St., New York City. Sponsors: Sallie E. Bright and Caroline Hood.

Robert E. Minshall, Dir. of Press Relations, Columbus and Southern Ohio Electric Co., 215 N. Front St., Columbus, Ohio. Sponsors: N. J. Rodes and D. W. De Hayes.

A. F. Monroe, Vice President and Director of PR, J. M. Mathes, Inc., 123 East 42nd St., New York City. Sponsors: Walter Holbrook and Buell A. Patterson.

Richard L. Siegel, Dir. of Industrial and Public Relations, The Gardner Board and Carton Co., 407 Charles St., Middletown, Ohio. Sponsors: Hugh W. Wright and William G. Werner.

W. Lowell Treaster, Dir. of Information Services, Michigan State College, East Lansing, Michigan. Sponsors: Horace Renegar and Milton Fairman.

Associate Membership

Esmond Thomas Adams, Mgr., PR Dept., Thomas Hedley & Co., Ltd., Phoenix Bldgs., Collingwood St., Newcastle-on-Tyne 1, England. Sponsors: E. Leo Koester and William G. Werner.

Agnes B. Cooney, Ass't. Secretary, The Stamford Trust Co., 300 Main St., Stamford, Conn. Sponsors: Frederick Bowes, Jr., and James L. Turrentine.

William Grant, Dir. of PR, Compton College, 601 South Acacia St., Compton, Cal. Sponsors: John E. Fields and Ned Wiener.

Thomas Kennedy, Dir., Industrial and PR Dept., Atlas Powder Co., Delaware Trust Bldg., Wilmington, Del. Sponsors: Harold Brayman and Glenn Perry.

Edward B. Talty, PR Dir., Board of Education, Toledo School District, Linwood and Southard Aves., Toledo, Ohio. Sponsors: Paul W. Kieser and John H. Barker.

Associate to Active

Jack Gould, Senior Partner, Gould, Blieden & Manley, Box 4142, Capitol Station, Baton Rouge, La.

Willard A. Hawkins, Field Representative, Distilled Spirits Institute, 1135 National Press Bldg., Washington, D. C.

Robert M. Snibbe, Dir. of Press and Radio Relations, Committee for Economic Development, 444 Madison Ave., New York City.

K. B. Willett, Vice President—Public Relations, Hardware Mutuals, 200 Strongs Ave., Stevens Point, Wisconsin.

Blue Book of Magazine Writers published

Central Feature News, Inc., New York, publishers of *Feature*, have just issued *Blue Book of Magazine Writers* ($15.00)—a listing of 300 free lance writers whose articles have appeared in one or more major national magazines. Noting that 80% of the articles in top level magazines are placed by free lance writers, the editors classify authors (1) by subject of interest, (2) by magazines for which they write, and (3) by name.

NEW PRSA MEMBERS ELECTED DURING 1951

CHICAGO CHAPTER	14
COLUMBUS	3
DALLAS (NORTH TEXAS)	5
DETROIT	1
HAWAII	2
HOUSTON	8
LOS ANGELES	6
MINNESOTA	8
NEW YORK	55
SAN FRANCISCO	4
ST. LOUIS	3
TOLEDO	2
WASHINGTON	2
MEMBERS AT LARGE	58
TOTAL	171

(*Total membership—1125*)

Welcome to new members

The Executive Committee of the Public Relations Society of America is pleased to announce the following elections to Society membership. (Complete addresses given in "Postings," September JOURNAL.)

Active Membership

James H. Cobb, Jr.
John P. DeCamp
G. A. Duff
C. Richard Evans
John P. Garvey
Tres Goetting
H. Lendall Haggard
Donald H. Jensen
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Visiting Ministers

At the suggestion of the Ministerial Association, which had heard about a recent plant visit by local school teachers, the Richmond, Indiana, plant of Johns-Manville Corporation recently scheduled a visit by local ministers. A brief advance news story announced the forthcoming plant visit to the public. Twelve ministers, representing almost as many different churches in Richmond, attended. Denominations represented by the visitors included: The Society of Friends, Lutheran, Baptist, Episcopalian, United Brethren, Presbyterian, Christian and African Methodist Episcopal. Said one minister, "We see our people at church and in their homes, but seldom get an opportunity to meet them at work."

PEOPLE

(•) indicates PRSA members

Robert M. Creaghead • President of Robert M. Creaghead & Company, Cleveland, for the past five years specialists in internal applications of public relations for employee communications and morale-building purposes, opened a New York office at 342 Madison Avenue, New York 17. The firm has served such clients as Hammermill Paper Company, Servel, Inc., American Seating Company, Fostoria Glass Company, and others. Mr. Creaghead will divide his time between the two offices.

Establishment of one of the first courses in an American university in "Government Publicity and Information," has been announced by New York University's Graduate Division of Public Service. **Leo J. Margolin •** public relations executive and former newspaperman, has been appointed one of two lecturers for the course which began September 26.


Leo J. Margolin

Edmond C. Powers • Director of Public Information, The National Street and Traffic Safety Lighting Bureau, Cleveland, spoke on "The Public Relations Side of Illuminating Engineering as Applied to Modern Street Lighting," before an Illuminating Engineering Society meeting in Washington August 31. Mr. Powers has been associated with the electrical industry for 17 years, and is editor of *Street Lighting Magazine.*

William H. Baldwin, Jr., New York, son of **William H. Baldwin •** of Baldwin & Mermey, (**Maurice Mermey •**) has joined the staff of the National Cotton Council as public relations representative in New York.

A. S. Ridley, manager of the Victorian Chapter, Australian Institute of Management, visited PRSA headquarters in September on return from the International Management Conference in Brussels. He extends to all PRSA members a welcome to use the library, offices and facilities of his organization when visiting Australia. He is presently making a study of American management methods, with particular emphasis on public relations.

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Chapter news notes

(*Continued from page 21*)

Prominent in the presentation was a discussion of the impact of TV on the PR motion picture medium, and, in turn, the effect of PR films on television.

SAN FRANCISCO BAY AREA CHAPTER

A brisk discussion of the value of oral and audio-visual presentations in public relations took place at the September meeting of the San Francisco Chapter. The subject was handled by a three-member panel and a moderator, with audience participation throughout.

Hal Strass, American Trust Company, acted as moderator. Panel members were **A. G. Schermerhorn,** Pacific Telephone and Telegraph Company; **R. W. Jackson,** General Electric Company; and **C. E. Crompton,** Shell Oil Company.

Basic programs of public relations were outlined by panel members. This was followed by discussion of the effectiveness of motion pictures, visual demonstrations, printed materials, and the spoken word in carrying those programs to consumers, stockholders and employees. The relative merits of these media were discussed and the manner in which they were best suited to special situations. • •

Toledo Chapter, PRSA, has purchased a loving cup to serve as an "Oscar" when a chapter member can be cited for "a fine PR job excellently done." At the September meeting, Chapter President Paul W. Kieser placed the cup before Lev H. Flournoy, citing him for the job his concern had done for the Toledo Museum of Art in connection with its recent showing of the Vienna Art Treasures. Later a letter was written to the Director of the Museum telling him of the recognition accorded Mr. Flournoy. It is planned that the award will be made from time to time, as the occasion warrants.

THE HOPPER

International responsibilities

Dr. Hans Simons' very thought-provoking article on the international responsibilities of the United States (September JOURNAL) deserves one exception. He states, "Congress is reluctant to pay for governmental propaganda," i.e., the Voice of America.

That is not only an erroneous conclusion, based upon my observation, but involves a common presumption that is dangerous for us to accept.

By either good public relations or good business standards, Senator Styles Bridges, Representative John Taber, and others in Congress who have been severely critical of American propaganda have a better appreciation of the subject than those who have been its administrators. For they want it well done. They don't believe pious hopes justify the spending of hundreds of millions of dollars. They have demanded professionalism in techniques, and the elimination of both bad politics and bad "isms" from its policy direction.

If Congress had confidence in the Voice of America, I hazard a guess that there would be unlimited funds available. But so long as Congress not only lacks such confidence but suspects that many of the activities of the Voice may be antipathetic to the best interests of the country, either because of stupidity or studied maladministration, common prudence dictates that appropriations be kept to the minimum.

There are grounds for this Congressional skepticism. Our important entrance into international propaganda was initiated by Elmer Davis. Need any more be said of that era? It passed through the hands of Senator William Benton, whose recent clamorous denunciations of any attempts to expose Communists in government clearly stamp his administration. And now down to the present regime about which the most charitable thing that can be said is that it is amazingly naive and glaringly adroit at side-stepping any and all efforts to infiltrate the organization with experienced public relations personnel.

Lest I be misunderstood in suggesting that there may have been (may still be) Communists in the Voice of America, I call as a corroborating witness the Vice President of the United States who on *Meet The Press* (August 21, 1951) said:

Question: "On the basis of that and other views which you probably have, do you think the State Department has done a good job of getting rid of Communists?"

Barkley: "I think it has. I think not only the State Department but all the departments. The public doesn't know really what has happened in that field, and I am not going to say it because the departments haven't announced it; I don't care to, but the public will be surprised *if they knew the number of employees who have been dismissed* because of either the discovery of their Communistic leanings or the suspicion that they were leaning toward the Communist theory."

Following that broadcast the Associated Press carried a story from Washington, August 24, stating, "Vice President Barkley told a reporter today that 2,500 to 3,500 persons had been separated from Government service after loyalty inquiries."

And Senator McCarthy originally charged less than 100.

This rare statement by Mr. Barkley could be the basis for Mr. Benton's near hysteria in his efforts to shush Senator McCarthy. For Bill was there, Charlie. Aparently it is some of the hirelings who the Vice President says have been ejected.

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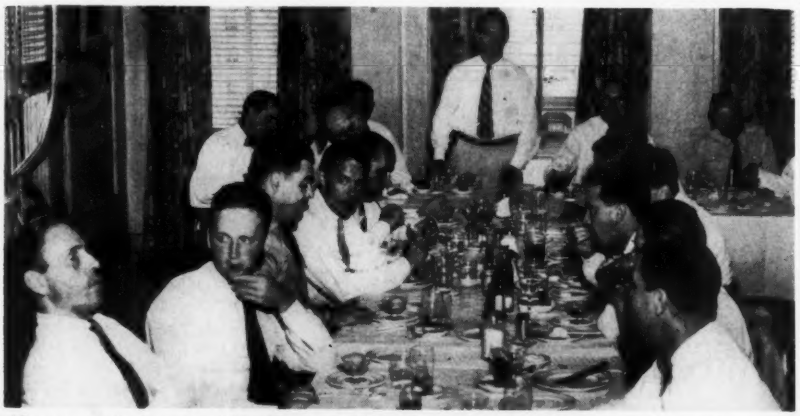

Honor guest at a recent luncheon meeting of the Hawaii Chapter was John L. Dupree, partner, Ivy Lee & T. J. Ross, New York, here shown addressing PRSA's mid-Pacific group. New York Chapter member Dupree was in Honolulu on a combined business and vacation trip. William A. Simonds, chapter president, is seated at Dupree's left.

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